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BRAND EQUITY IMPROVEMENT IN MAKASSAR RESTO

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Abstract— More culinary business developed to fulfill the enthusiastic of market demand. Not only traditional foods but also international foods become good opportunity in culinary business. Bandung is one of big city in Indonesia which became a tourist destination in order to spend their holiday time with shopping or culinary tour. Besides, Bandung is also a destination for students to continue their studies. This is caught as an opportunity to establish a business in the culinary industry. Makassar Resto is one of the restaurants in Bandung that sells traditional cuisine from Makassar (South Sulawesi). Firstly open at October 2nd 2010. Much effort has been made by Makassar Resto to increase the income of the restaurant. But after running for 1 year, Makassar Resto still cannot reach the revenue target given by the management. To find out the cause of the problem of not achieving the revenue target, research conducted from the internal analysis, situation analysis and brand equity of Makassar Resto. Internal analysis conducted by performing analysis on Segmenting, Targeting, Positioning (STP) and Marketing Mix (7P) in Makassar Resto. Situation analysis conducted by analyzing the Company, Customer, Competitor, Collaborator, Context (5C) of Makassar Resto's business environment. While brand equity is performed by analyzing Brand Awareness, Brand Loyalty, Brand Association, and the Perceived Quality. From the analysis results obtained the roots of problems that caused unachieved target. Based on the analysis, the root cause that causing the unachieved Makassar Resto's revenue target are Makassar Resto Brand Awareness is low, Best Quality does not become Makassar Resto's brand image, Makassar Resto does not provide quick service. There are several alternative solutions provided to overcome the problems encountered to improve the brand image of Makassar Resto such as, promotions via internet, discount for students, participating in culinary events, create stickers, make a datasheet, cooperate with good supplier, and make SOP. The final results of this study are to provide the proposed improvements of Makassar Resto's brand equity with its program and implementation plan to improve customer satisfaction. With the proposal given, the expected level of Makassar Resto's revenue can reach the targets set by management.

Keywords: Makassar Resto, Culinary Business, Traditional Food, Brand Equity

I. INTRODUCTION

It is the nature that every people want to try something new to avoid monotony. This condition also occurs in terms of choosing the food that their consumed every

day. In Bandung, there are many students and office workers who usually buy food for their lunch or dinner, and of course they also want to get the experience from the variety of foods. Bandung society's lifestyles have a tendency to often gather at a restaurant or cafe, or just to frolic in maintaining the intimacy between them, making a highly developed culinary business in Bandung.

One of the interesting things of Bandung city is shopping places which located not far from the culinary places. These become the attraction of Bandung considering how the visitors, both from inside or outside of Bandung area, tend to make themselves available to go to culinary places while shopping. Thus visitors can enjoy their vacation time to be effective. One of the shopping places in Bandung which located in a strategic position is Pusat Belanja Balubur. This is caught as an opportunity to establish a business in the culinary industry, especially traditional food.

A. Company Profile

Makassar Resto is a restaurant that provides traditional cuisine from Makassar which served in Bandung area. Makassar Resto is located in the 3rd floor of Pusat Belanja Balubur (food court) which is located in the center of Bandung city on Taman Sari streets. The selection of Makassar Resto location in Pusat Belanja Balubur it is in a very strategic place. In addition, the atmosphere from the food court where Makassar Resto opened is very convenient because the consumer can see a very nice outside view that is the Pasupati flyover which is the icon of the Bandung city. Makassar Resto firstly opened at October 2nd 2010. In the original concept, Makassar Resto designed with a semi open kitchen by put the grill in the front of stalls to provide its own experience to customers.

a) Vision and Mission

The vision from Makassar Resto is become a big restaurant and has branches all over Indonesia.

The mission from Makassar Resto is:

- Strengthen the internal of Makassar Resto thus able to provide best service and best quality of the foods and beverages to its customers.
- Provide job for Indonesian people.

- Make the Makassar cuisine is known and loved by Indonesian people, especially in Bandung city

b) *Organizational Structure*

At the Figure 1 below, it show the organizational structure from Makassar Resto which is a simple structure which consist of 6 positions that are owner, manager, cashier, cook, waiter, and delivery staff.

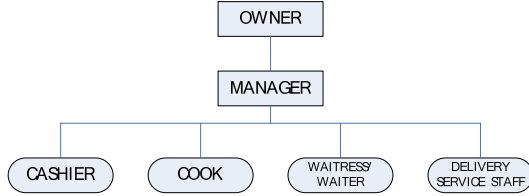


Figure 1 Organizational structure

B. *Business Issue*

By performing variety of strategies, Makassar Resto is expected to fulfill the customer's demands for culinary products and also to achieve its revenue targets. But during running its business, Makassar Resto still cannot achieve its profit target. Less number of visitors who come to Pusat Belanja Balubur affects the number of visitors who come to Makassar Resto. In addition, there are so many people do not know about Makassar Resto that also affect the number of customers who came to Makassar Resto. Table 1 show that monthly revenue of Makassar Resto is far below the target revenue to achieve five years Break Event Point (BEP). In first month, Makassar Resto's management was conducted sales promotions to friends and colleagues.

Table 1 Makassar Resto Revenue from October 2010 – September 2011

Month 2010-2011	Monthly Revenue	5 Years BEP Revenue Target	Growth Revenue	Percentage
October	5.154.500	15.000.000		
November	5.082.800	15.000.000	(71.700)	-1%
December	6.374.800	15.000.000	1.292.000	25%
January	4.051.750	15.000.000	(2.323.050)	-36%
February	2.988.550	15.000.000	(1.063.200)	-26%
March	3.035.150	15.000.000	46.600	2%
April	3.956.250	15.000.000	921.100	30%
May	1.578.050	15.000.000	(2.378.200)	-60%
June	1.762.300	15.000.000	184.250	12%
July	1.625.350	15.000.000	(136.950)	-8%
August	1.508.300	15.000.000	(117.050)	-7%
September	1.524.650	15.000.000	16.350	1%

Figure 2 shows the comparison between the desired target revenues in order to achieve BEP in 5 years with monthly revenue earned by the Makassar Resto

during a year. It can be seen that there is far distance between the revenue targets with the actual revenues.

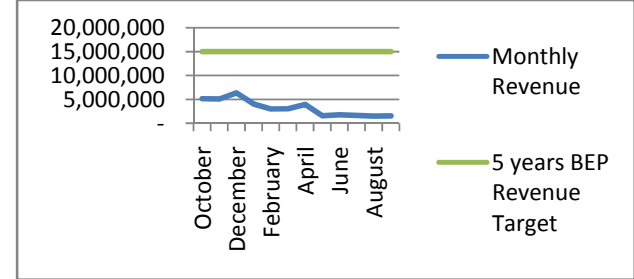


Figure 2 Monthly Revenue Compared with 5 Years BEP (revenue target)

II. BUSINESS ISSUE EXPLORATION

A. *Conceptual Framework*

Further analysis of business issues is by considering the condition of internal, situational, and brand equity factors of the company. Internal conditions include the analysis of segmenting, targeting and positioning (STP) and the marketing mix (7P). While the external analysis conducted with the 5C method (company, customer, collaborators, competitors, and context). And brand equity analysis conducted brand awareness and brand association (Keller, 2008) also brand loyalty and perceived quality (Kotler, 2006:287). From the result of those analyses, it expected to identify the root cause of the problems so that it can find the right business solutions.

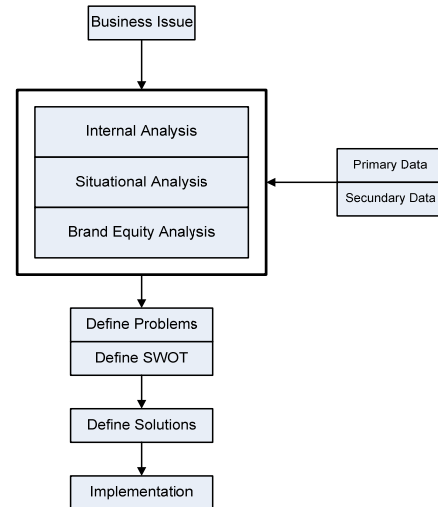


Figure 3 Makassar Resto Conceptual Framework

B. *Method of Data Collection and Analysis*

a) *Internal Analysis*

STP

- Geography: Bandung area, such as: Taman Sari, Dago, Antapani, Buah Batu, Surapati, Cihampelas, Cipaganti, Kopo, Batu Nunggal, Sukajadi, Pasteur, Braga.
- Demography:
 - Gender: Male and Female

- Age: 10 to 60
- Education: Elementary School, Junior High School, High School, Diploma, Bachelor Degree, Master Degree, others
- Occupation: Employees, House Wife, Businessmen, Students, others
- Expenses per month: > IDR 750,000
- Social Class: Middle to Upper Class
- Marital status: single or married
- Behavior:
 - Motivation: Health, Ethnic
 - Lifestyle: Mall Visitor, Hang Out

Makassar Resto target market is for people who visit the Pusat Belanja Balubur and also to the employees that work in the surround area of Pusat Belanja Balubur. Moreover, Makassar Resto target market is for Makassar people who lived in Bandung.

Makassar Resto has a tagline written in its brochure “*Temukan kekhasan Makassar Melalui Sajian Lezat dan Nikmat nan Menggugah Selera Anda*”. It showed that Makassar Resto positioned itself as a restaurant that offers Makassar traditional food. In addition, Makassar Resto wants to position itself as restaurant that offer Makassar traditional food with cheap price

Marketing Mix

Product - Makassar Resto is offering traditional cuisine from Makassar that suitable with Indonesian taste and it using a special ingredients which make a good taste and has different taste with others restaurants. The products made from fresh and hygienic raw materials

Price - Price offered by Makassar Resto for its products ranged from Rp 2.000 to Rp 36.000. The cheapest price is for *ketupat* and *burasa*. The most expensive price is for *paket jumbo* that consists of rice, konro with two ribs, and soft drink. Price of beverage ranged from Rp 3.000 to Rp 7.000

Place - Makassar Resto is located at the food court area of Pusat Belanja Balubur, 3rd Floor, on Taman Sari streets in Bandung. The location of Pusat Belanja Balubur is very strategic because it is at the center of city

Promotion - There are some promotion programs that have been held by Makassar Resto, such as: WOM (Word of Mouth), flyer, banner, leaflet, box delivery, name card, package, telemarketing, culinary event, coupon, and social media.

People - Makassar Resto is still not requires many human resources. It only needs one manager, one chef, one cashier that also serves as a waitress and one waiter that also serves as delivery order staff.

Physical Evidence – Makassar Resto’s uniform, neon box, and grill.

Process - Process is the actual procedures, mechanism, and flow of activities by which the service is delivered – the service delivery and operating systems.

b) Business Situation Analysis

- **Company**
The management of Makassar Resto had tried so many ways to increase revenue through the sale of foods and beverages from the

restaurant, but the efforts that have been made is not maximized so the revenue is still very far below the target

- **Customer**
Most of Makassar Resto’s customers are people from Makassar who lived at Bandung and the employees that work in Pusat Belanja Balubur. Also, there is several numbers of students or employees near Pusat Belanja Balubur who want to look for lunch near their university or office
- **Competitor**
 - Competitors which sells Makassar traditional cuisine in Bandung: *RM Sulawesi, Sop Konro Maranu, Mamink Daeng Tata*
 - Competitor which is located inside the Pusat Belanja Balubur: *Angsana, Aneka Rasa, Kurikeru, Ny. Tjoan, Rumah Makan Minang Jaya*
- **Collaborator**
The partners of Makassar Resto are supplier, distribution, individual, management building of Pusat Belanja Balubur
- **Context**
Context related to macro-environmental factors that affect the overall market conditions and then affect the company. The factors include political, economic, social, technological, ecological and regulations

c) Brand Equity Analysis

- **Brand awareness**
The result from the research indicate that for respondents who ever ate at Pusat Belanja Balubur food court there are still many who do not know Makassar Resto. Therefore Makassar Resto should make strategy to be able to make a Makassar Resto's brand known by many people, especially people who come to Pusat Belanja Balubur.
- **Brand Association**
From 62 respondents who ever ate at the Makassar Resto also asked about the brand image of Makassar restaurant in their view. Table 2 is the result of the data obtained and has been processed. The lowest image is "Best Quality" with 72.58%. From these data it can be concluded that the Makassar Resto must improve their quality

Table 2 Makassar Resto Brand Association

VARIABEL		FREQUENC Y	PERCENTA GE
Best Quality	Yes	45	72,58%
	No	17	27,42%
Appropriate Price	Yes	58	93,55%
	No	4	6,45%
Pleasant Service	Yes	57	91,94%
	No	5	8,06%
Easy Transaction	Yes	58	93,55%
	No	4	6,45%
Trusted	Yes	56	90,32%

	s		
	No	6	9,68%
Hygienic	Yes	58	93,55%
	No	4	6,45%

- Brand loyalty

Figure 4 describe the average results of each variable in questionnaire to the respondent. This means the tendency for people in Bandung who prefer the food quality factor compared to the price factor.

Figure 4 Graphic of Brand Loyalty Values

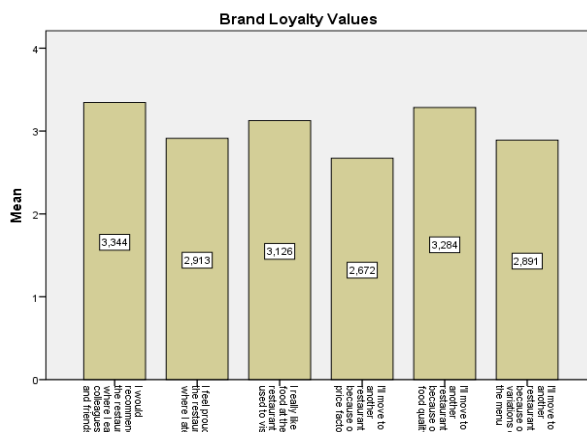


Table 3 Gap Value between Performance and Importance

VARIABLE	Average value		GAP VALUE
	performance	importance	
Quality Foods	3,242	3,565	-0,323
Appropriate portion	3,065	3,258	-0,194
Various Menu	3,000	3,145	-0,145
Flavor to Suit Your Tongue	3,403	3,597	-0,194
Quick Service	3,129	3,548	-0,419
Responsive Service	3,161	3,435	-0,274
Employee can Give Good Information	3,129	3,355	-0,226
Pleasant Employee	3,226	3,435	-0,210
Communicative Employee	3,129	3,242	-0,113
Order Issued in Accordance with Your Order	3,355	3,581	-0,226
Attractive Interior	2,919	2,984	-0,065
Clean Place	3,403	3,645	-0,242
Reasonable Price	3,306	3,516	-0,210

- Perceived Quality

At Table 3 below, can seen that all the gap value are negative. This means that the level of performance of services provided by Makassar Resto is still below the average level of importance expected by the customer.

C. SWOT Analysis

- Strength

The main strength of Makassar Resto is special ingredients that has own flavor that appetizing because it made of fresh raw materials. The location is strategically located in the middle of town between two big universities could be another strength for Makassar Resto to do their business. The interior design is attractive with semi open kitchen by placing the grilled in front of kiosk so the customer or the people who just walked by could see the cooking process. The other strength is if we compare to another Makassar restaurant in Bandung, the selling price of Makassar Resto is the cheapest one. Moreover, Makassar Resto always maintains and controls the cleanliness of the kitchen and also the raw materials, so the food and beverages that served are hygienic.

- Weakness

The weakness of Makassar Resto is the management that still new and there is no standard operating procedures so the working system became not effective. At the time to hiring employees, many of selected employees have no skills to work at restaurant, causing the slow service to the customer and also lack of initiative from the employees themselves. Less varied menu offered so customers get bored quickly. They also don't have another branch so it makes hard to reach for some customers. Furthermore the promotions that have been done are not effective because it doesn't have much impact for brand awareness and for sales of Makassar Resto.

- Opportunities

Bandung is the place for culinary excursion for tourist and locals. The needs for lunch and meetings in the offices can also be opportunity to open this business. The habits of people in Bandung who loves to hang out at cafes or another place to eat and also the trends of Bandung people who want to recommend their feeding site could be opportunity for restaurant business, because if they can satisfy the customers, it has a chance to increase another customer using the power of word of mouth.

Many people using the internet. Besides it is easy, internet also can deliver the news faster. It can be promotional opportunity to the public. Trend of people who use the Internet for social media, blog or just for browsing, make the promotion through the internet be more effective.

- Threat

As a culinary destination, many people are opening a new café or restaurant businesses, so the competition in this kind of business also become very competitive. Moreover, Makassar cuisine is not popular cuisine in Bandung, so it can be another threat for Makassar Resto in marketing their products.

The selling location that located inside Pusat Belanja Balubur, it was not a lot of visitors. This makes Makassar Resto has to work extra to get a customer, not only depend on visitors who come to Pusat Belanja Balubur.

The difficulty of finding a good supplier of raw materials and raw materials prices also continued to rise to another threat in the restaurant business.

D. Root Cause Analysis

This research is conducted by various methods to determine the problem and its cause. Based on the analysis, the root cause of unachieved target profit because of many aspects, it can be viewed on Figure 5 below.

At figure 5, less of people know about Makassar cuisine, lack of visitors who come to Pusat Belanja Balubur, promotion not deliver to customer because of unplanned promotions strategy are causing the low of Makassar Resto's brand awareness. While lack of responsibility from the employee and do not have a good permanent supplier are causing the best quality not become the Makassar Resto's brand image in customer perception. And no Standard Operating Procedure and unskilled employee because of there is no training program are causing Makassar Resto cannot provide quick service to its customers. And all of it are problems that causing the unachieved Makassar Resto's revenue

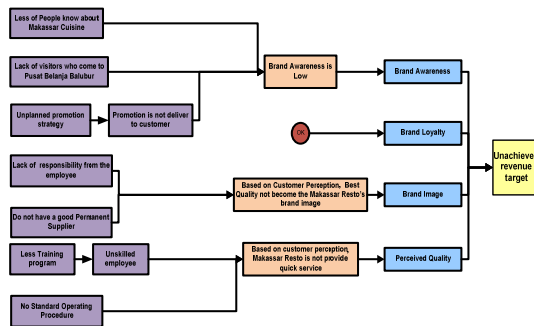


Figure 5 Root Cause

From the previous analysis, Makassar Resto unachieved revenue target are caused by many factors. Based on interviews with some of the kiosk owner inside Pusat Belanja Balubur, many of them are disappointed with the management of Pusat Belanja Balubur who cannot set in order and arrange the location of each kiosk to sell according to the products it sells, so the kiosk owner choosed to keep close their kiosks. Due to still very little kiosks that open, causing visitors do not want to come to Pusat Belanja Balubur. The location of Makassar Resto inside the building of Pusat Belanja Balubur is the main factors that caused the least of Makassar Resto customer. But because the Makassar Resto's kiosk are located in Pusat Belanja Balubur are the property and to get a new place needs a huge cost, so the location does not change, still inside Pusat Belanja Balubur. For that, need to find other ways to keep the target can be achieved without having to move locations. Brand equity is one factor to be considered by customer in choosing a product. Companies that have a better brand equity compared to its competitors, usually tends to be chosen by the customer. Therefore, this research just explore about Makassar Resto's brand equity. This is because as a new restaurant, branding equity is the most important

factor to make customer aware and loyal to the Makassar Resto.

Based on the root cause, brand equity problems are:

1. Makassar Resto Brand Awareness is low
Makassar Resto brand awareness is low, because:
 - The awareness of Makassar Cuisine
 - Lack of visitors come to Pusat Belanja Balubur
 - From the data obtained from respondents, promotional efforts have been made by Makassar Resto is unknown by the respondent, Best Quality is not become Makassar Resto's brand image
2. The lowest variable of all is the variable of "best quality". These conditions happen because:
 - Makassar Resto does not have a good permanent supplier that can provide the ribs to Makassar Resto, so the size that obtained every day is different.
 - Customers are not satisfied because the food that they got not good and it did not fresh anymore. This is due to less careful employee who was working in performing quality control. This is also due to a lack responsibility and obligation from the employees in doing their jobs.
3. Makassar Resto does not provide quick service
Several perceived quality variables conclude that Makassar Resto still cannot provide the customer's satisfactory service in the perceived quality variables.
 - From the data processing result shows the dissatisfaction customer with speed of services provided by the Makassar Resto. This can happen because employees do not have good skills as a restaurant employee to provide a quick service to its customers.
 - There is no Standard Operating Procedure applied by the management to their employees.

III. BUSINESS SOLUTION

To determine the business solution, several alternatives are developed to be then analyzed in determining one optimal solution for the Company's business issue. All the alternative solutions obtained from field observations, discussions with fellow restaurant entrepreneur, examples in the magazine and also from existing theories in marketing book.

A. Alternative of Business Solution

- a) Improvement alternatives of the problem for brand awareness are:
 - Event Marketing:
Makassar Resto should be intense in participating in culinary events held by the Bandung city government or a culinary event that many visitors attended.
 - Promotions:
 - Based on a survey that was conducted apparently most of the potential customer

- that is represented by the respondents were students, so the promotion can be done by giving a special price for students by showing their student card.
- Conduct attractive and effective promotion such as free one package menu for customer who brings minimum seven friends to dine at Makassar Resto.
 - Alternatively create promotion to eat 7 times in Makassar Resto will get a free one package of Makassar Resto menu.
 - Outdoor Advertising:
 - Put on the billboard in main road.
 - Create a sticker affixed to the vehicle.
 - Advertising:
 - Create ads in local magazine or newspaper.
 - Advertising using local radio.
 - Maximizing the promotions via internet. Cooperate with the bloggers in Bandung to marketing the products and Makassar Resto brand.
 - Public Relations:
 - Another alternative is to promote Makassar Resto through student associations at universities in Bandung, especially the student association of Sulawesi.
- b) Improvement alternatives to keep personal relevance and the consistency with which it is presented over time are:
- Hiring an experienced and responsible employee who has working experience at the restaurant
 - Make frequently briefing to the employees.
 - Attach warning sign in every place where the employees work.
 - Make a datasheet about foodstuffs that in and out.
 - Giving monthly reward to the best employee.
 - Looking for permanent supplier.
- c) Improvement alternatives to improve employees' skill in order to perform faster and reliable services are:
- Hiring experienced employees who have working experience at the restaurant.
 - Conduct regular training to all employees to improve their performance.
 - Hiring only one experience employee and sharing knowledge to other employees.
 - Make SOP as employee guideline to work.
 - Invite employees to doing meeting, to discuss about a better way to solve the problem,
 - Providing snacks to the customer table and give them drinks first, because the drink more quickly made.
- B. Best Solutions
- a) Best Solutions Comparison between Benefit and Cost for improving brand awareness:
- Maximizing the promotions via internet by cooperating with the bloggers in Bandung or advertise on sites that are famous to marketing the products and Makassar Resto brand. It requires low cost, Makassar Resto just need to prepare internet network and administration staff that have many good ideas and creative in held the promotion activities via internet.
 - Giving a special price for students by showing their student card. Promotions price can be done by giving a discount of 10% to attract them to eat in Makassar Resto. Profit derived from each type of food is different, but the average profit earned as a whole by 35%, so to pursue profit from the students with more customer quantity.
 - Conduct a promotion that free one package menu for customer who brings minimum seven friends to eat at Makassar Resto. From the the basic price of products that range 65% of the sales price, with each taking 10% of the invited friends, can cover the basic price of a packet. Thus, from the seven people who were taken only take profit of 25% per person as in the promotion for students. But because it does not need high cost and just wait for the customer, so that solutions can also be implemented.
 - Alternatively create promotion to eat 7 times in Makassar Resto will get a free one package. With a count equal to the packet carrying the seven friends got free one packet.
 - Makassar Resto participating in culinary events held by the Bandung city government or a culinary event that many visitors attended such as *Braga Festival*, *Kekeun*, or *Eaters*. With participate in events in Bandung is one of the effective promotion because many people will come so it can promote the Makassar Resto brand.
 - Create a sticker affixed to the vehicle. To put a sticker attached to the rear car windows or on the motorcycle.
- b) Best Solutions Comparison between Benefit and Cost, to improve brand association. And the solutions are:
- Make frequently briefing to the employees. Briefing conducted by discussing the activities of what will be conducted in the work, if there are important things to be notified before the start of work such as procurement the promotion, foodstuffs delivery schedules, shift work employees, and will warn employees of duties and responsibilities.
 - Make a datasheet about foodstuffs in and out, so the employee can know if the goods are already old should not be used again.
 - Attach warning sign. With attach a warning sign such pictures in the areas of employment so that they always remember and always careful to quality products and services provided to the customer.
 - Find and cooperate with good supplier for the raw material. Supplier must fulfill requests from Makassar Resto as the size of beef ribs should be equal and should be fresh.

- c) Best Solutions to improve employees' skill in order to perform faster and reliable services, comparison between Benefit and Cost:
- Conduct regular training to all employees to improve their performance, especially to give quick service to the customers.
Training materials are as follows:
 - employee's mentality
 - Appearance and behavior of restaurant employees
 - How to serve the guest with best quality
 - How to handle the complaints
 - Good team working with another employees
 - Make SOP as employee guideline to work. Management of Makassar Resto makes a written SOP that can be read by every employee, so that they can understand and be responsible for their own work. It does not need costly just need a good working system analysis of Makassar Resto's management so that the SOP is really efficient and shorten the time of service.

IV. CONCLUSION AND IMPLEMENTATION PLAN

The problems in Makassar Resto can be concluded as:

1. Makassar Resto Brand Awareness is low
2. Best Quality does not become Makassar Resto's brand image
3. Makassar Resto does not provide quick service

There are several alternative solutions provided to overcome the problems encountered, but only the best solutions with comparison of benefit and cost are selected. The selected solution of every problems are as follows:

1. Solution for brand awareness:
 - a. Maximizing the promotions via internet by cooperating with the bloggers in Bandung or advertise on sites
 - b. Giving 10% discount for students
 - c. Create promotion that free one package menu for customer who brings minimum seven friends to eat at Makassar Resto
 - d. Create promotion to eat 7 times in Makassar Resto will get a free one package
 - e. Participating in culinary events
 - f. Create a sticker affixed to the vehicle
2. Solution for brand image
 - a. Make frequently briefing to the employees
 - b. Make a datasheet about foodstuffs in and out
 - c. Attach warning sign
 - d. Find and cooperate with good supplier for the raw material
3. Solution for perceived quality
 - a. Conduct regular training to all employees

- b. Make SOP as employee guideline to work

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